

RESOLUTION NO. 2015-173

A RESOLUTION OF THE LODI CITY COUNCIL ADOPTING THE REPORT  
ON HOMELESSNESS IN LODI

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WHEREAS, in recognition of the growing concern regarding the homeless population in Lodi and its impact on the community, the Lodi City Council authorized the Homeless Solutions Committee (HSC) to research and to prepare a written report on homelessness in Lodi; and

WHEREAS, with information gathered through several Committee, community, and stakeholder meetings, the HSC, now under the name of the Committee on Homelessness, has prepared a report to the City Council that identifies and explains the current conditions, reasons, and concerns related to homelessness in Lodi; and

WHEREAS, through this report, the Committee provides recommendations and realistic solutions to balance the community's need to provide resources and compassion to those in need, while also preserving and protecting public safety and health.

NOW, THEREFORE, BE IT RESOLVED that the Lodi City Council does hereby adopt the *Report on Homelessness in Lodi* and the goals and recommendations included therein.

Dated: September 16, 2015

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I hereby certify that Resolution No. 2015-173 was passed and adopted by the City Council of the City of Lodi in a regular meeting held September 16, 2015, by the following vote:

AYES: COUNCIL MEMBERS – Kuehne, Nakanishi, and Mayor Johnson

NOES: COUNCIL MEMBERS – None

ABSENT: COUNCIL MEMBERS – Chandler and Mounce

ABSTAIN: COUNCIL MEMBERS – None

  
JENNIFER M. FERRAIOLO  
City Clerk

# **HOMELESSNESS IN LODI**

**Current Conditions, Challenges and  
Recommended Strategies**

**Presented by:**

**Committee on Homelessness**

**September 2015**



## **Introduction**

Acknowledging the growing concern regarding the homeless population in Lodi and its impact on the community, the Lodi City Council on March 17, 2015 authorized the Homeless Solutions Committee (HSC) to research and to prepare a written report on homelessness in Lodi. This report has two purposes:

1. Identify and explain the current conditions, reasons and concerns related to the issue of homelessness in Lodi.
2. Recommend comprehensive and realistic solutions that balance two significant considerations: our community's continuing commitment to respond to homeless people with compassion and resources and the need to preserve and protect public safety and public health.

This report is organized in to the following sections:

- I. Beginnings and Background*
- II. Methodology/Information Gathering*
- III. Homelessness as a Societal Issue*
- IV. Findings of the Research and Public Hearings*
- V. Recommended Overall Goal*
- VI. Recommended Strategies and Actions*
- VII. Next Steps*
- VIII. Conclusion/Summary*
- IX. Final Thoughts*

## I. Beginnings

On October 2, 2014 the City of Lodi Executive Work Group convened to address how city government would begin to respond to the issue of increasing homelessness in the community. Several areas were identified for immediate response: city parks (particularly Lawrence, Salas and Lodi Lake), downtown (including local businesses, the parking garage, transit station and the library), encampments along the Mokelumne River, and city “gateways” (the main streets by which residents and visitors alike enter the city). Recommendations were made to do the following: 1) conduct more research on those strategies and approaches that work and don’t work, and 2) find ways to engage the broader community to address the issue of homelessness.

In late 2014 initial conversations took place among representatives of the Lodi Police Department, Salvation Army and the Lodi Community Foundation to address the noon-time meals being offered to homeless individuals in Lawrence Park and the accompanying negative behavior that posed public health and safety issues. Those representatives agreed to reach out to religious organizations sponsoring and providing those meals to see if they would or could move the feedings to the Salvation Army. And in an attempt to broaden the scope of community engagement, additional stakeholders were included in further discussions and problem-solving sessions; this group self-identified as the Homeless Solutions Committee.<sup>1</sup>

On March 17, 2015 former Chief of Police Mark Helms briefed the City Council at a “shirt-sleeve” session on homelessness. After Chief Helms’ thorough report, plus comments from a number of observers and members of the Council, the Council authorized the Homeless Solutions Committee to continue its investigation of the issue and return to the Council with a report containing recommendations and solutions to the homeless problem.

It was also determined that the Lodi Community Foundation, with its willingness and ability to convene and facilitate in an inclusive and community-based manner, would continue to lead the project.

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<sup>1</sup> Initial members of the Homeless Solutions Committee were: John Ledbetter (Chair), Lodi Community Foundation; Patricia Fehling, Salvation Army; Russ Hayward, Lodi Community Foundation; Mark Helms, Lodi Chief of Police; Lt. Steve Nelson, Lodi Police Department; Captain Tod Patterson, Lodi Police Department; Captain Martin Ross, Salvation Army; Steve Schwabauer, Lodi City Manager; Joseph Wood, City of Lodi; Vince Yorba, Gravity Church.

## II. Methodology/Information Gathering

In order to clearly understand the causes and effects of homelessness, the HSC, with assistance from the Lodi Police Department, set out to gather factual information and public opinion from a number of sources. Lt. Nelson did extensive research on how other communities similar to Lodi have responded to the issue of homelessness; this information was presented as part of the "Homeless Solutions" presentation by Chief Helms to the City Council on March 17<sup>th</sup>.<sup>2</sup>

Since it is always instructive to listen and acknowledge the feelings and observations of the general public, the HSC also conducted four public "listening sessions" for three purposes:

- 1) to learn and understand how homelessness is affecting Lodi residents and businesses
- 2) to learn about the specific needs of homeless people directly from the homeless themselves
- 3) to learn about current programs that serve the homeless in our community and in the county

The first "listening session" for the public was held on April 16<sup>th</sup> between 9 am and 12 noon with nearly 50 people in attendance. On that same day, in the afternoon, a special session was conducted for service providers with about 40 in attendance. In order to accommodate residents and business owners who work during the day, a second "listening session" for the public was held on May 19<sup>th</sup> from 7 to 9 pm with 55 in attendance. All of the "listening sessions" for the public were widely publicized in the Lodi News Sentinel and through social media. A fourth meeting specifically for homeless individuals was conducted on May 27<sup>th</sup> at the Salvation Army with about 45 in attendance.<sup>3</sup> In all, these meetings provided an opportunity for several distinct constituencies and nearly two hundred individuals in the Lodi community.

## III. Homelessness as a Societal Issue

In order to provide a broader context for the discussion of homelessness in Lodi, it is important to know and understand the extent and effects of homelessness as a societal issue throughout the United States.

In the **United States** the Federal definition of a homeless person is: an individual who: 1) lacks a fixed, regular and adequate nighttime residence and 2) whose primary nighttime residence is a supervised temporary shelter, institution or place not ordinarily used for sleeping.<sup>4</sup> A chronically homeless person are defined as an individual who has been homeless for a year or more or has experienced at least four episodes of homelessness in the last three years and has a permanent disability. The following is a statistical description of the homeless as of January 2014.<sup>5</sup>

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<sup>2</sup> Chief Helm's complete report in PowerPoint style is in Appendix A.

<sup>3</sup> The minutes and notes from the public hearings are contained in Appendix B.

<sup>4</sup> Stewart B. McKinney Homeless Assistance Act of 1987

<sup>5</sup> National Alliance to End Homelessness (website: [endhomelessness.org](http://endhomelessness.org))

Total number of homeless: 578,242

Homeless people in families: 216,197

Most homeless families bounce back from their time being homeless, with relatively little public assistance help. With rental assistance, housing placement services, job assistance and other short term services, they escape and avoid long term homelessness.<sup>6</sup>

One in 30 of American children is homeless, approximately 2.5 million. Very often many of these children are unseen, doubling up with their families on friends' couches, sleeping in all night diners or moving from motel to motel. The US Department of Education counts the number of school children without a fixed address which amounts to 1.1 million. It is estimated that about one million children are excluded from the bi-annual "homeless count" conducted through the Department of Housing and Urban Development.<sup>7</sup>

Studies also indicate that children who are homeless are more likely to have health problems, to miss school and have lower academic achievement. Childhood housing instability and homelessness has been identified as an indicator of future homelessness.<sup>8</sup>

There 49,933 homeless veterans in the U.S.

Since 2009 the Federal Government has made a substantial commitment to end homelessness among veterans. Through "rapid re-housing" and "Housing First" strategies, the number of homeless veterans has decreased 33% in six years.

There are 86,736 chronically homeless in the U.S.

The chronically homeless usually have some kind of permanent physical or mental disability; they often live in shelters; they consume most of the social service resources dedicated to serve the homeless. Studies have also indicated that the chronically homeless tend to have high rates of behavioral health problems, mental illness and substance abuse disorders, physical illness, injury and trauma. In addition they are frequent users of emergency services, crisis response and public safety systems.<sup>9</sup>

The homeless population is not easily described or categorized; instead it is more often stereotyped based on how each of us encounters homeless people. A good many homeless people want a pathway out of homelessness and are involved in programs to help them on their way. Some homeless persons have chronic physical disabilities and/or behavioral health conditions that make it difficult for them to secure housing. There are some homeless people, so afflicted by their disabilities that they have little hope and resist change. And finally there are some individuals who are homeless of their own volition.

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<sup>6</sup> National Alliance to End Homelessness (website: [endhomelessness.org](http://endhomelessness.org))

<sup>7</sup> Wiltz, Teresa. "Invisible Homeless Kids Challenge States," The Pew Charitable Trusts.

<sup>8</sup> Burt, Martha R. "Demographics and Geography: Estimating Needs" for the 1998 National Symposium on Homelessness Research.

<sup>9</sup> National Alliance to End Homelessness ([endhomelessness.org](http://endhomelessness.org)) website

Some communities report that their homeless population is growing older and more severely troubled. In San Francisco, over 30% of homeless are over the age of 51.<sup>10</sup>

It should be noted that these percentages are approximate and likely vary by community. In San Francisco, where there are approximately 6,000 homeless individuals, about one-third are considered "hard core." Many are picked up, arrested, held for awhile, released, and picked up again. According to the U.S. Interagency on Homelessness and United Way of the Bay Area, each hard core homeless person costs the City of San Francisco approximately \$60,000 each year in police arrests, emergency rides in ambulances, etc.<sup>11</sup>

In California there were 90,765 homeless individuals in California as of January 2014. That number equals 20% of all the homeless in the U.S. Of that California total of 71,437 or 72.6%, were unsheltered. This percentage of unsheltered individuals, 72.6%, is the highest of all states in the U.S. Between 2007 and 2014, the percentage of unsheltered homeless individuals decreased by 24.5%.<sup>12</sup>

In California there are 1,650 emergency shelters.<sup>13</sup> The majority of emergency shelters are operated by non-profit organizations and were developed in response to the increase in the homeless population after the State of California began to close the State mental hospitals in the 1970s.

The State of California does not have an active state Interagency Council on Homelessness, and the state ranks 49<sup>th</sup> in terms of policy and planning for the homeless.<sup>14</sup>

In Lodi our local experiences, as both civic leaders and residents, are consistent with how other communities experience homeless persons and their consequences. Indeed homelessness is now often experienced in rural and/or suburban communities, not just urban centers.<sup>15</sup>

Every two years the City of Lodi participates with municipalities throughout the country in a national "homeless" count. This bi-annual count includes sheltered and unsheltered homeless; sheltered homeless are counted annually. This "on any given night" count was conducted in accordance to congressional direction given to the federal Housing and Urban Development Department, often referred to as HUD; the count is a contractual obligation on the part of San Joaquin County in order to receive specific funds to assist homeless individuals and families. Unsheltered homeless individuals and families were encouraged to gather at "Homeless Connection" events to access services and to be counted. Those counted and surveyed had to meet the HUD definition of unsheltered homeless, i.e. those who were actively staying in a car, tent, condemned building, under an overpass, or in another place otherwise unfit for human habitation on the night before the count. Those staying in homeless

<sup>10</sup> Kevin Fagan and Heather Knight, "Homeless in the City Growing Older and Sicker," San Francisco Chronicle.

<sup>11</sup> San Francisco Chronicle, June 5, 2015

<sup>12</sup> The 2014 Annual Assessment Report, U.S. Department of Housing and Urban Development, Office of Community Planning and Development.

<sup>13</sup> America's Youngest Outcasts," [www.HomelessChildrenAmerica.org](http://www.HomelessChildrenAmerica.org)

<sup>14</sup> *Ibid.*

<sup>15</sup> See the following articles: Kevin Valine, Lodi News Sentinel, August 22, 2015 and Marcos Breton, "Urban Problem Comes to Suburbs," Sacramento Bee, August 23, 2015.

shelters, transitional housing for the homeless, doubled-up with friends or family member are not included in the unsheltered count.<sup>16</sup>

The City's Community Services Department conducts the "count" which was recently held during the first week of January 2015. In Lodi there were 87 unsheltered homeless adults and 4 unsheltered homeless children. The total for San Joaquin County was 541. This number compares to 247 in 2011 and 263 in 2013; this increase in numbers may reflect an actual increase in unsheltered homeless, but it is more plausible that the increase reflects a more effective outreach to and response from the homeless population.<sup>17</sup>

The majority of these unsheltered homeless, or 78%, are between the ages of 25 and 59. 65% are white, 15% African-American, with the remaining nearly equally spread among American Indian, Asian and multiple races. 60% are male; 40% female.<sup>18</sup>

Almost 40% of all adults surveyed in the unsheltered count self-reported that they were dealing with a substance abuse problem, mental health issue or both. It is believed that the number of homeless individuals dealing with these conditions is greater than what is reported, since some individuals refused to answer this question on the survey; it is typical that substance abuse and mental health issues are under-reported when identified by self-reporting.<sup>19</sup>

In addition there is no reason to believe that these county-wide statistics do not generally reflect the "picture of homelessness" in Lodi.

It is widely thought and acknowledged that the official "count" total for Lodi is low, with the estimated number of homeless individuals is between 100 to 200 individuals. It is also acknowledged that this number varies by season due to the relatively moderate climate, harvesting season and the transient nature of many homeless individuals.

#### IV. Findings of the Research and the Public Hearings

- **Homelessness is a divisive issue in our community.** Citizens of our city experience the consequences of homelessness in different ways and from different perspectives. Some primarily view homelessness as a circumstance that negatively impacts businesses and neighborhoods, and there is clear evidence that such is the case; homeless individuals that this report has characterized as "chronic" and who apparently have "chosen" to be homeless are the ones making the most negative impact on areas such as downtown, along the river and now into other neighborhoods. As a result, citizens who share this perspective on the homeless want the

<sup>16</sup> San Joaquin County Continuum of Care, San Joaquin County 2015 Point-In-Time Unsheltered Homeless Count Report, p. 1

<sup>17</sup> *Ibid.*, p 2

<sup>18</sup> *Ibid.* p. 3-4

<sup>19</sup> *Ibid.*, p 5

City to take more direct law enforcement and even extra-legal steps to rid the city of the problem.

Others primarily view homelessness as a situation, that despite posing public health and safety problems, needs to be addressed with kindness, compassion and services that can help homeless individuals and families escape their homeless situation and return to normal and productive lives. This humanitarian and faith-based response is evidenced in the outpouring of human and financial resources local citizens provide independently or through local agencies that serve the homelessness and needy in our community.

- **Law enforcement alone is not an effective method by which to address or remedy the homeless problem.** Research conducted by the Lodi Police Department (LPD) clearly indicates that the enforcement alone approach does not work; there are indeed laws and resulting case law restricting local police from some means of direct action.

For instance, current law equates a “homeless encampment” with private property, which therefore requires a 72 hour notice for eviction from that property. Obviously this makes it impossible for the LPD or any other extra-legal group to remove a homeless encampment without notice. The law also requires that local law enforcement officials catalog and retain all private property and belongings of those evicted from the property for 90 days. Currently the LPD does not have resources to continually implement these operations.

And ultimately this approach does not necessarily “solve” the homelessness problem. While the approach may reduce numbers in the short term, it is likely the “chronic” homeless will move to other areas of the city.

- **The “best practice” strategies to address and reduce homelessness are well documented and working well in a number of communities.** In general they include the following:
  1. Access to physical and behavioral health services, including substance abuse and addiction detox services and respite care.
  2. Job preparation skills.
  3. Jobs, from day labor opportunities to full time employment.
  4. Life skills training.
  5. Transportation to and from services provided outside of the city.
  6. Low-income supported, transitional and permanent housing.

The American journalist and social commentator H.L. Mencken wrote this: “For every social ill or problem there is a simple and single answer that won’t work.” That is precisely why no single “best practice” strategy on its own will adequately address homelessness. Instead, an

integrated and multi-disciplinary approach will be the most effective to reduce homelessness. Included in any multi-disciplinary approach are two critical components: housing and employment. Following is a fuller description of “best practice” strategies for housing and employment.

One of the root causes of homelessness is that many people cannot afford a place to live. People who are homeless do not have enough money to pay rent, let alone begin to purchase a home. Rental prices are increasing and inventory is tight. A new report by the Urban Institute finds that there are only 29 affordable units for every 100 extremely low-income households; in Lodi that number is 4.<sup>20</sup> And yet, the vast majority of the nation’s homeless, 85% of the estimated 580,000, who are homeless for relatively short periods of time, eventually find a place to live, but generally not without some financial and rental assistance. The remaining 15% (a percentage that varies depending on the community) fill up homeless shelters and/or spend time in jail. The traditional “shelter first” model for dealing with the homeless is designed to prepare for housing by guiding them through drug rehabilitation programs or mental health counseling, etc. This “linear residential treatment” or “continuum of care” model is an effective approach for some homeless people, but doesn’t necessarily work well for the homeless who either reject and/or have a difficult time meeting the requirements to become “ready.” A number of communities, including the state of Utah, have successfully implemented a new model, often referred to as the “Housing First” model. In Utah this new approach, with the full cooperation and assistance of the Church of the Latter Day Saints and the largely conservative Utah state legislature, has proven very successful. Utah found that providing people supportive housing and transitional housing costs the social service system about half as much as leaving the homeless to live on the street.<sup>21</sup>

Another root cause of homelessness is the lack of employment and/or underemployment. Without adequate income, once again people who find themselves homeless cannot afford to pay for housing. Economic growth and community development provide pathways for homeless individuals to find their way out of poverty and into housing. This approach requires the involvement of business leaders and educational institutions. All that being said, it is important to remember that the chronically homeless have a permanent disability that usually prevents them from being able to find and maintain employment.

- **Current local programs serving the homeless, while well intentioned, are generally narrowly focused, sometimes disorganized, lack coordination and are limited in their approach and response.** There are many citizen groups, non-profit organizations, and local faith communities responding to the needs of the homeless in a variety of ways; we want to recognize the good work of The Salvation Army, Lodi House, Grace and Mercy and St. Anne’s Place that do such good work. However, many of the local organizations providing that

<sup>20</sup> Affordable Housing On-Line and Lodi’s 2014-2018 Community Development Block Grant Consolidated Plan

<sup>21</sup> For a full description of the “Housing First” approach in Utah and other communities, see “Room for Improvement” by Scott Carrier, Mother Jones, March-April, 2015.



assistance do not know of the others' existence and services; they do not necessarily work together or talk to one another. Organizations often compete with one another in order to fund services and sustain their individual organizations. Public policy does not necessarily provide incentives for coordination and collaboration among service providers.

- **Some private attempts to help the homeless have unintended consequences.** As an example, responding positively to someone "panhandling" by giving them some loose change or a few dollars is only a short term response. That "gift" might help buy a meal or, more likely than not, purchase alcohol or drugs, addictions that contribute to the state of homelessness for most of the chronically homeless. Particular responses from local organizations and faith-based communities often only hurt the very people they are trying to help.<sup>22</sup> As noted at the beginning of this report, church-sponsored "feedings" at a local park may often have the unintended consequence of enabling behaviors that contribute to public health and safety concerns.
- **Access to available services for the homeless in Lodi is limited and problematic.** Many of the services available for homeless individuals are provided through San Joaquin County, and therefore are located closer to Stockton. Public transportation is neither readily available nor easily navigated. The County Mental Health Department does have a satellite office in Lodi and generally economic and job development is the responsibility of local government. There is no respite care facility in Lodi nor is there a detox center in either Lodi or the entire county. Certainly accessibility is always dependent on available resources, but the extent to which there is inter-agency cooperation and collaboration remains unknown.
- **Homelessness is a community problem that can be most effectively addressed by a collaborative, centralized and community-based approach.** One overwhelming "take-away" from our community "listening sessions" is that there is considerable interest and desire on the part of our city leaders and citizens to address our city's homelessness issue, balancing the need to protect the public health and safety with the need to help people return to normal lives.

In addition, all the research strongly indicates that success will only be attained through a collaborative, community-based approach. This will require a centralized, coordinated and outcome-focused approach, one that invites all segments of our city to participate in the process and the solutions. The research also suggests that this community problem-solving process will require time (most plans we reviewed were for ten years) and public and private resources.

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<sup>22</sup> See When Helping Hurts by Steve Corbett and Brian Fikkert

- **Lodi's lack of low-income and/or affordable housing stock currently contributes and is likely to continue to contribute the growing number of homeless in the community.** 96% of Lodi's new housing stock has been single detached homes. The last apartment complex was built 30 years ago. The rental vacancy rate was just 3% compared to the normal rate of 5%. And according to one source, between 2005 and 2007 renters "overpaid" based on the relationship of income to rental costs.<sup>23</sup>

The State of California mandates that cities develop and adopt a General Plan every four years. General Plans require statements of intent on issues such as land use, water, job growth, transportation and housing. Lodi's last "housing element" in the General Plan was drafted in 2011. The new "housing element" is due to the State on December 2015. The specific content of the new "housing element" will determine, at least in part, Lodi's eligibility for available funds to address housing needs, especially for low-income individuals and families.<sup>24</sup>

- **Some homeless people deeply distrust social service providers and city officials, law enforcement in general and the general public.** Some feel misunderstood, some feel victimized by circumstances beyond their control, and some feel they have been dismissed or "thrown away" by society. At the same time there are also feelings by other Lodi citizens, residents and institutions that the City and its citizens have made strong and documentable daily and long term efforts, through social service providers, city officials and law enforcement, to provide needed and important services for the homeless in Lodi.

## V. Recommended Overall Goal

Our first general recommendation is that the City Council, as the body representing the residents of Lodi, formally adopt a specific and reasonable goal toward which city leaders, community groups, law enforcement, local service providers, and members of our faith communities can work to achieve. That goal is:

***Assist homeless individuals and families to secure housing, employment and services so that they may become healthy and productive members of society.***

This overall goal recognizes the fact that our society in general and Lodi specifically is not going to "solve" homelessness; however Lodi can do its best to address the needs of homeless people and reduce the negative impact of homelessness on the community. It will be extremely important for our community response to focus on those homeless individuals that want help and/or are ready, with appropriate encourage and support, to receive assistance and better their circumstances.

<sup>23</sup> Lodi General Plan, Housing Element; October 19, 2011

<sup>24</sup> For a more complete of explanation of the process and requirements, see Lodi's General Plan for 2011.

## **VI. Recommended Strategies and Actions**

When we began our research and “listening” segments of this planning process, our committee members were encouraged and even surprised with the number of different approaches to address homelessness that were being taken by non-profit agencies, local faith communities and other community groups. We have also been encouraged by the creativity of these usually independent and largely unknown activities. All of this suggests that no single strategy or approach will begin to solve the issue of homelessness, and that we continue to need to encourage any and all strategies that help the community to achieve our overall goal.

Toward that end, we believe the following recommended strategies to address the homelessness situation should include two critical considerations: 1) the preservation and protection of public health and safety, and 2) our community’s continuing commitment to respond with compassion and resources. Our recommendations are based on those considerations and the findings of our research.

### ***A. Short Term Strategies and Actions***

The following is a list describing a number of actions that can be implemented relatively quickly and without a large infusion of financial resources. They are in no particular order and are not prioritized. All will require follow-through and oversight, however.

1. The Lodi Police should continue to intervene at the homeless encampment along the Mokelumne River through on-site checks and multi-agency operations on a periodic basis; these multiagency operations include the LPD, Caltrans, San Joaquin Sheriff’s Office deputies, San Joaquin County Mental Health, Veteran’s Affairs, and The Salvation Army. This action will continue to discourage those homeless individuals from harassing and causing trouble for the residents along the river; it will also address a growing public health problem in the area. In addition, the current interventions should continue to refer homeless persons to existing services that can provide assistance.
2. The City of Lodi and the Lodi Police Department should continue to follow-up on complaints about empty or abandoned buildings which often become places where homeless individuals spend time during the days and evenings. The City of Lodi should also aggressively pursue appropriate legal action against the property owners, property management companies and/or the financial institutions that are responsible for maintaining these empty spaces; such legal action can include abatement orders and fines.
3. Develop a single and comprehensive resource guide for the use of service providers and the homeless. Currently there are a number of “resource guides” that are either incomplete or largely focused on the services of specific agencies. The more comprehensive and local resource guide should be coordinated with the county’s 211 information and referral service.

4. Convene and create a permanent "coordinating committee" of the local agencies that are providing services to the homeless. Use the talents and resources of these various groups to coordinate services (especially emergency food and shelter), focus on strengths, share resources and behave collaboratively.
5. Continue the "homeless fairs" conducted every Friday at the Salvation Army's "Hope Harbor" facility; at these "fairs" homeless individuals can improve their personal hygiene with showers, haircuts, etc. On the fourth Friday of each month, representatives of different social service agencies, including medical and mental health services, are available on site to provide information about their services and to schedule follow-up appointments for those seeking assistance. In addition, representatives from local financial institutions, EDD and Job Corps will participate.
6. Consider the implementation of the "Downtown Street Team" program currently working in San Jose. This program employs homeless people to conduct basic maintenance and beautification projects in downtown areas.
7. Develop a resource guide for property owners that defines nuisance behavior and how to respond to such behavior. Develop a corresponding resource guide for homeless individuals which defines legal and illegal behavior.
8. Continue to encourage the cooperation of private community groups to consolidate that mid-day meal at the Salvation Army. Local groups that want to help should be on the same page and agree to provide meals in locations that promote and reward appropriate behavior. We wish to acknowledge Rev. David Hill and members of Grace Presbyterian Church for their understanding, cooperation and leadership in this effort.
9. Secure and/or re-allocate City resources to provide LPD bike patrols for Lodi's downtown area after 4 pm. While homeless persons are certainly present in the downtown area, they are only responsible for approximately 40% of the nuisance behavior; the so-called "drunk 20s" are responsible for the remaining 60%.
10. Encourage local faith communities to "adopt" a homeless individual and/or family, providing housing assistance while the individual finds work, enrolls in school, receives treatment for medical/mental health conditions, etc. We are aware of at least one local church, Bear Creek Community Church under the leadership of Rev. Bill Cummins, has made and implemented this commitment. This strategy is similar to that used after the end of the Vietnam War when refugee families were "sponsored" by faith communities as they assimilated into American society.

11. Initiate an educational campaign to help local community groups, faith communities and others understand how they can channel their compassion for the homeless in ways that effectively contribute to their long term health and safety. As this reports indicates, not all help is helpful, but it is welcomed and appreciated if delivered with more focused intent. Such an educational campaign would also help to dispel some of the misinformation that is expressed about homeless people.

12. To discourage the homeless, as well as others who are not homeless, from hanging out in the downtown area, place signs that discourage "aggressive" and illegal panhandling" from local residents, tourists and business patrons. Consider placing "parking meters" to collect funds from those who would like to help out, but need a mechanism that guarantees funds are received and allocated to agencies that can do the most good.

In addition, place signs that indicate the locations of public restrooms.

13. Organize neighborhood "block walks" that check on and discourage homeless individuals who are sleeping in inappropriate areas and causing a public safety hazard. This effort could be done in conjunction with the "safe neighborhoods" initiative sponsored by the LPD. Provide neighborhood groups with resource guides by which to direct the people they encounter to local resources. Explore how such block walks could be coordinated with National Night Out.

14. Insist on agency collaboration in the Community Development Block Grant (CDBG) process to insure that the highest priority needs receive greater consideration than individual agency requests. We would like to see greater agreement and commitment to a more substantial "big picture" objective than the awarding of smaller grants that tend to achieve short term objectives, but do not build long term sustainability.

15. Encourage the LPD and local service providers to sensitively gather information about the homeless people with whom they interact; find out who they are, where they came from, where they intend to go, and how they can receive services to help them. The more we know about this population, which we tend to paint with a very broad brush, the more effectively we can respond.

*B. Longer Term Strategies and Actions*

The following is a list describing a number of strategies and actions that can be implemented over a longer period of time, probably anywhere between three to five years. Many of them will require a level of cooperation and collaboration with service providers located in Stockton and/or affiliated with the San Joaquin County. The county's Department of Mental Health and the District Attorney's office are now included as members of the leadership group that is shepherding this entire project, which is an excellent sign of commitment to seriously address the homeless issue.

1. Develop a "day center" for the homeless, a place where during the day they can come for service referrals, research job opportunities and job training programs, store personal items, establish a mailing address, apply for Medi-Cal and Social Security, etc. This site could also be used as the "staging area" for a day labor program for individuals who want to work. St. Anne's Place already serves as a model for such a day center, albeit for a limited clientele.
2. Purchase a facility that can provide transitional housing to homeless individuals who are seeking to rebuild their lives. Explore potential funding sources and/or management and partnership opportunities.
3. Advocate for and pursue ordinance changes that would promote the construction and retention of affordable housing.
4. Find ways to make county services more readily available to homeless living in Lodi, either through greater outreach and resources and/or through better transportation, both private and public, to and from Stockton based facilities. Through our research and "listening sessions" we have learned that there a large number of agencies that wish to assist our local efforts, either through new partnerships and/or as resources for our own efforts; included among those agencies are: the Care Link program through Community Medical Centers, Central Valley Housing, Hospice of San Joaquin and the Gospel Rescue Mission.
5. Develop a respite care facility for the medically fragile homeless who need a place to stay while waiting for further medical care. Ensure that veterans are referred to pre-existing and available programs in the area.
6. Create a multi-disciplinary (mental health, substance abuse, health care) Support and Intervention Team, funded through Medi-Cal, to provide support for permanent supportive housing programs.

7. Develop a fundraising process by which individuals, community groups, faith communities and local businesses can contribute toward proven “best practice” approaches to assist homeless people that truly want to escape their homeless circumstances.
8. Provide a bus “ticket home” for those homeless individuals who can verify that they have a place to stay with a family member and/or friend in their home town.

## **VII. Next Steps**

President Dwight D. Eisenhower, the architect of the World War II Invasion of Europe, said the following: “All plans are useless; planning is everything.” The same goes for this modest report which has described a number of short and long terms strategies and actions that have the potential to provide homeless people with compassion and care, plus preserve and protect public health and safety. What as a community we do with these suggestions, ideas and plans is what will determine if they are useful or useless. The implementation of these recommendations will distinguish this report from so many other well intentioned reports that are too often ignored by city officials and community leaders.<sup>25</sup> In brief, here are some next steps to achieve our overall goals.

1. The City Council should adopt this report as a matter of public record and authorize its implementation. Such Council action will be a clear sign to the full community that, as a city, we intend to reduce homeless and its impact on our community.
2. Authorize at least two work groups to research, prioritize and implement the recommendations of this report. One work group would focus on short term strategies; the other on long term strategies. Begin recruiting other residents, business leaders and civic leaders to participate in this community-wide effort.
3. The Council should also authorize the Committee on Homelessness to serve as the convener and coordinator of this effort. The Task Force would include representatives of the two work groups, the Lodi City Council, the Lodi Police Department, the Lodi Community Foundation and a member-at-large. The work of the Homeless Task Force should be reported in writing to the Council on a quarterly basis.

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<sup>25</sup> For an example of how such a report was ignored in Modesto, see Kevin Valine’s column in the Lodi News Sentinel, August 22, 2015.

### **VIII. Conclusion/Summary**

Here are the key points we wish to emphasize as a summary of this report.

- The homeless population is not easily described or categorized; instead it is more often stereotyped based on how each of us encounters homeless people. A good many homeless people want a pathway out of homelessness and are involved in programs to help them on their way. Some homeless persons have chronic physical disabilities and/or behavioral health conditions that make it difficult for them to secure housing. There are some people, so afflicted by their disabilities that they have little hope and resist change. And finally there are some people who choose to remain homeless of their own volition.
- Citizens in our community experience the homeless and the consequences of homelessness in different ways, largely due to type of homeless person with whom they come in contact. As a result, some citizens view homelessness as simply a circumstance that negatively impacts businesses and neighborhoods. Other citizens view homelessness as a situation, despite posing very real public health and safety concerns, needs to addressed with kindness, compassion and services that can help homeless individuals and families escape their homeless circumstance.
- Homelessness is a societal problem that can be most effectively addressed by a collaborative, community-based approach. This approach will require the efforts of both law enforcement and proven "best practices" by local and regional social service agencies.
- Adopt our recommended overall goal... to assist homeless individuals and families find housing and services so they can become healthy and productive members of society. Our goal is not to "cure" homelessness; that is not within our scope or ability as a single and relatively small community, but it is a noble goal nonetheless, one that reflects the caring and generous spirit of the citizens of Lodi.



## **IX. Final Thoughts**

First we wish to acknowledge the hundreds of individuals who have contributed to this report; we have heard from concerned citizens, faith leaders, business leaders, local non-profit agency leaders, city officials and homeless persons themselves. What we heard was often disturbing, sometimes painful, inspiring, and in the end, hopeful. All of these contributions have created a deeper understanding of all the problems associated with homelessness and ultimately have enriched this report.

And lastly our Committee on Homelessness certainly welcomes the comments and the assistance of Lodi citizens in response to the findings and recommendations of this report. With your help we can begin to address the real needs of homeless people and preserve our community's public health and safety.

John Ledbetter; Chair	Lodi Community Foundation, Chair
June Aaker	Abrahamson Printing
Patricia Fehling	The Salvation Army Advisory Committee
Joe Harrington	Chief Executive Officer, Lodi Health
Russ Hayward	Lodi Community Foundation
Rev. David Hill	Grace Presbyterian Church
Gary Kellan	Grace Presbyterian Church
Doug Kuehne	Lodi City Council
Lt. Steve Nelson	Lodi Police Department
Tod Patterson	Lodi Interim Chief of Police
Captain Martin Ross	The Salvation Army
Steve Schwabauer (ex officio)	Lodi City Manager
Victor Singh	San Joaquin Department of Mental Health
Joseph Wood	Community Development Department, City of Lodi
Vince Yorba	Gravity Church

**Note:** This report was reviewed for factual accuracy by individuals with extensive knowledge and expertise in the areas of homelessness, housing and social services.

## HOMELESS SOLUTIONS COMMITTEE

HOMELESSNESS SUMMIT  
LODI GRAPE FESTIVAL, JACKSON HALL  
413 EAST LOCKEFORD STREET, LODI  
THURSDAY, APRIL 16, 2015  
9:30 A.M. – 3:30 P.M.

### A. CALL TO ORDER

The Homelessness Summit of April 16, 2015, was called to order by John Ledbetter, Chairman of the Homeless Solutions Committee (HSC), at 9:30 a.m.

Mr. Ledbetter recognized the members of the HSC, which was formed to address the homeless population.

Homeless Solutions Committee Members – John Ledbetter, Lodi Community Foundation; Russ Hayward, Lodi Community Foundation; Captain Martin Ross, Lodi Salvation Army; Patricia Fehling, Lodi Salvation Army; Karen West, Lodi Salvation Army; David Warner, Lodi Salvation Army; City of Lodi City Manager Stephen Schwabauer; City of Lodi Police Chief Mark Helms; City of Lodi Police Captain Tod Patterson; City of Lodi Police Lieutenant Steve Nelson; City of Lodi Neighborhood Services Manager Joseph Wood; City of Lodi Council Member Doug Kuehne; Vince Yorba, Gravity Church; and June Atwood Aaker, representing downtown merchants.

Mr. Ledbetter explained that two sessions would be held during the summit: 1) a morning session to receive a presentation from Police Chief Mark Helms and to listen to community concerns; and 2) an afternoon session to hear from stakeholders who have solutions and ideas. From the outcome of the summit, the HSC will create short- and long-term goals to present to the community. Specific issues to be identified are: who are those being affected in the community; what is presently being done; what can be done; who should be included in the discussions; and what role should everyone take in this plan.

### B. OPEN FORUM

Police Chief Helms provided a PowerPoint presentation on homelessness solutions, which was previously presented to the City Council at its March 17, 2015, Shirtsleeve Session. Specific topics of discussion included aspects of homelessness; homelessness within Lodi; City of Lodi executive work group meeting held on October 2, 2014; meeting outcomes; recent Police action; research; organized feedings in City parks; progression of stakeholder meetings; priorities and goals; what is next; development and implementation of a plan; and items for Council consideration.

Robin Knowlton expressed concerns regarding the Lodi Salvation Army Shelter on Sacramento Street, the impact it has had on the neighborhood, and the potential of consolidating all of the homeless activities into one location. Homeless individuals sleep in the doorways and in cars, and there is often litter and human waste left around the buildings. Ms. Knowlton suggested the shelter would be better located in a non-residential or non-commercial area and that a neighborhood advisory committee be formed to address issues or concerns that arise in the area. She believed there were inadequate resources for homeless individuals with mental health or dependency issues and stated there should be a day shelter to reduce the number of people wandering the streets during the day. Ms. Knowlton further stated that Hutchins Street Square has seen an increase in homelessness, adding that the amphitheater is fast becoming a makeshift homeless overnight shelter.

Cheryl Francs, representing Grace and Mercy Charitable Foundation, stated that the organization, located at 425 and 425 ½ North Sacramento Street, works with the homeless and those in need. Volunteers raised money to purchase and rehabilitate the buildings on Sacramento Street; the group organizes feedings on Mondays and Wednesdays; many who previously participated in the program now help others in the system; and those who receive assistance from the organization are expected to do something in return, such as cleaning streets and the outer area of the building, keeping their areas and clothing unsoiled, and maintaining proper hygiene.

Maria Rufino thanked the Police Chief for improving the community, adding that the drug and crime rate was previously much higher, and stated that Nancy Baker with the Lodi Code Enforcement Division has been responsive to calls regarding trash and code violations.

*Continued April 16, 2015*

Kim Jones stated that she has picked up trash at Lawrence Park for two years; however, the Police Department continually ejects her from the park and no one has expressed appreciation for her efforts. She stated she did not appreciate being referred to as homeless, simply because she is less fortunate, and expressed disappointment that the Police Department offers no assistance.

Juanita Huerta, Coordinator for St. Anne's Place, reported that the facility, which opened 18 months ago, is a day center for homeless women and men with children where they can stay while the Lodi Salvation Army is closed. Organizers provide assistance in locating resources and offer a place to rest out of the elements and weather. St. Anne's Place is located at 531 West Lockeford Street.

Mark Armstrong, Executive Director of the Lodi Grape Festival, responded to the comments made by Ms. Jones, stating that she is the root of the problem at Lawrence Park, she is not homeless, she has a vehicle, and she claims to be the caretaker of the park; however, her behavior should result in jail time. Mr. Armstrong commended the Police Department for facing this problem on a daily basis with compassion and caring.

Police Chief Helms introduced Lieutenant Steve Nelson, district commander for the east side of Lodi, and Captain Tod Patterson, who also serves on the Lodi Salvation Army Board. Chief Helms corrected the misunderstanding that the Lodi Salvation Army will turn people away who are under the influence of drugs or alcohol, stating that the organization will feed or provide services to anyone during the day; however, the Salvation Army will not accept someone overnight in the shelter who is under the influence. The philosophy of the Salvation Army is to give someone a hand up; not a hand out.

Michael Carouba commended the Lodi Salvation Army, Grace and Mercy Charitable Foundation, and St. Anne's Place for the services they provide and commented that the solution to the homelessness situation is a balanced approach among individuals, the various organizations, government, and the faith community. He stated that businesses should not be prevented from making a living because people leave food for the homeless on their property and that churches should hold their feeding activities at their location instead of at parks so it does not impact the public's use. He suggested that, as this task force formulates, it develop ways to empower individuals and private groups to better serve the homeless population. Mr. Carouba stated that the City's primary role is public safety and that, unfortunately, there are too few officers to provide the necessary services and response to the homeless.

Alex Aliferis stated that he has seen a steady increase in the homeless population in Lodi since he was a child and expressed a concern that many of their activities could turn into property crimes. Mr. Aliferis suggested that greater effort be made to discover these individuals' backgrounds so they can receive proper treatment and assistance and potentially be reunited with their families. Further, Mr. Aliferis recommended that future meetings be held on a weekend or after hours so that those who work can attend.

Steve Schwabauer, City Manager of the City of Lodi, shared the story of a downtown merchant who has had negative experiences with the homeless and how it has affected her business. On a daily basis, downtown merchants, Hutchins Street Square staff, and Police and Fire deal with the after-effects of the homeless, such as litter, needles, and human waste. The City of Lodi demonstrated compassion for the homeless population by committing funds toward the Salvation Army facility and Lodi House and its services, yet he believed that compassion is also necessary for those trying to make a living while dealing with the effects brought about from the homeless.

Suzanne Mangum, Executive Director for Lodi House, stated that her organization helps women and children. Lodi House houses five families at a time; to live there, residents must be employed and have no dependency issues; and 60 to 70 percent of the families ultimately move into homes of their own and give back to this community. Ms. Mangum stated that the homeless issue is not solely a Police problem and that everyone needs to do his or her part to address this matter.

Mr. Ledbetter stated that the HSC is taking an inventory of the various organizations, what each one does, and what areas are lacking in order to better coordinate efforts.

Doug Kuehne, Lodi Council Member, shared his story, stating that he was formerly homeless as a young man and that he relied on many organizations for food, shelter, and work. He stated that the Police Department primarily focuses on the percentage of homeless who are unwilling to

*Continued April 16, 2015*

change and have chemical dependency issues and suggested that everyone else focus on those homeless individuals who want to change but need assistance in doing so. Mr. Kuehne stated that Captain Ross with the Lodi Salvation Army is confident his facility can handle the number of people and logistics associated with being the primary feeding location and for hosting the Homeless Fair. He expressed support for providing work opportunities for the homeless, such as day labor jobs, as that can propel people to improve out of their situation. Mr. Kuehne suggested that the Homeless Fair include veterinarian services as many of the homeless have pets. He stressed the importance of a collaborative effort as it will have a greater impact on the community.

In response to an unidentified individual, Mr. Ledbetter responded that the Lodi Community Foundation represents 26 non-profit organizations in the community, all with different goals, and the group coordinates their funds, donations, and investments toward their desired interest, whether it is for child or senior welfare, women's issues, adoption agencies, and the like.

Mr. Ledbetter encouraged anyone with ideas or concerns on this subject matter to contact him at [john@vinofarms.net](mailto:john@vinofarms.net) so that their input can be considered during this process.

Captain Martin Ross, Lodi Salvation Army, announced that the kick-off for the Homeless Fair Day is tomorrow, April 17, from noon to 4 p.m. The concept is a one-stop shop where homeless individuals and those in need of assistance can receive services and resource information. Activities include showers and haircuts, clothing exchange, Veteran services, Catholic charities, men's and women's case managers, banking institutions, tours of the facility, and resources for mental and physical health. Captain Ross stated that the Lodi Salvation Army has structured programs and a high success rate of recovery. The facility is open for resident breakfasts and an open dinner, as well as an open breakfast on Sundays. A mini Homeless Fair will be held every Friday, and the fourth Friday of the month will include the various agencies and enhanced services. He reported that 95 percent of Salvation Army staff came from a recovery background and have been sober for years. Captain Ross clarified that homeless individuals who are under the influence of drugs or alcohol are not permitted to stay at the facility over night; however, everyone is welcome to attend the dinner meal. The goal of the Lodi Salvation Army is to help individuals better themselves by providing a hand up; not a hand out. Captain Ross stated that the Homeless Fair Day will include staff for crowd control purposes and street clean up.

Pat Patrick, Executive Director of the Lodi District Chamber of Commerce, stated he was pleased to hear that the Homeless Fair Day would include crowd control and street clean up because many of the neighbors in the area are concerned about the impact of this event. He suggested that other communities be contacted to learn what they are doing to address this problem and cited Santa Barbara, which formed a "block walk" group. This group, made up of the business community, police, and citizens, walk areas where the homeless congregate three to four times daily to determine ways to combat homelessness, such as lighting darkened areas, locking dumpsters, removing discarded cardboard, or pulling out benches in areas that attract the homeless to sleep. Mr. Patrick applauded the community for coming together to formulate a plan.

The public forum portion of the meeting ended at 11:14 a.m. Mr. Ledbetter encouraged everyone to return at 1:30 p.m. for the stakeholder meeting.

#### C. STAKEHOLDER SESSION

At 1:33 p.m., John Ledbetter convened the stakeholder session and reiterated his earlier comments regarding the HSC and its purpose, structure, and goal. Mr. Ledbetter stated the purpose of the afternoon session was to provide agencies an opportunity to discuss their services and offer some solutions.

Esmeralda Salinas, representing the Social Security Administration, stated that the organization has programs for disabled homeless, including assistance in applying for Social Security benefits, phone interviews for those without transportation, and enhanced assistance for those with mental health issues.

Bill Mendelson, Central Valley Housing, stated that the organization provides permanent supportive housing for those who meet the Federal definition of being disabled and homeless and transitional housing services. Central Valley Housing provides assistance to 340 households and 780 individuals, and he stated that most of the programs are full. Mr. Mendelson believed the first critical step is getting people off of the street and into housing, followed by the need for further

*Continued April 16, 2015*

assistance to address mental health and substance abuse issues, rent and utility assistance, and household items and furnishings. The organization's share of an individual's housing cost is roughly \$6,000 a year, but there is a greater need for additional assistance that cannot be provided by the organization. In addition, Mr. Mendelson stressed the need for housing, preferably at a single site, stating that Central Valley Housing currently relies on landlords willing to work with the special needs population, which results in scattered housing.

Joseph Wood, City of Lodi Neighborhood Services Manager, pointed out that Mr. Mendelson also represents the San Joaquin County Continuum of Care. Mr. Mendelson explained that the continuum is comprised of organizations interested in homeless issues and that his agency manages a homeless information database of all emergency shelters, housing programs, and street outreach programs.

A discussion ensued amongst the attendees regarding the agency's coverage area, waiting lists for housing, funding for permanent housing, outreach to the homeless, referrals from various agencies, verification of an individual's homelessness and disability, and location of the agency's housing units, which does not currently include Lodi.

Joseph Wood stated that he administers the Community Development Block Grant Program, the funding for which comes from the California Department of Housing and Community Development and is geared toward allowing the community to engage in capital projects and public services that serve the low-income population, minority population, seniors, and the disabled. The program requires a five-year consolidated plan to outline community needs and issues regarding housing, affordability, health, and the homeless. Mr. Wood stated he also serves as the City's representative on the San Joaquin County Emergency Food and Shelter Program board, adding that this Federal funding was reduced by 40 percent at a time when foreclosures were affecting communities. One of the responsibilities for running this program is the requirement to conduct a homeless count every two years. Each time a barbecue was held at which the homeless were given blankets, clothes, food, access to resources, and counted.

Paula Grech, Women's Center of San Joaquin County Youth and Family Services, stated that the non-profit organization serves victims and survivors of domestic abuse and assault, as well as the homeless, and provides free and confidential counseling, temporary restraining order assistance, hospital response, parenting classes, information, and referrals. The Women's Center operates countywide and has four shelters; two for women and children. The organization works closely with Central Valley Housing, Child Protective Services, law enforcement, and case managers to seek safe, stable housing for everyone it helps. A common misconception is that the Center serves only women and children or victims of abuse, but runaway youth are provided assistance as well; however, the major problem it faces is how to effectively handle youth with mental health issues. Many of the referrals are to Lodi House or Hope Harbor, but both are overcrowded and typically have a waiting list.

Kathy and John Ray, managers of the Shady Acres mobile home park, expressed strong concerns regarding the homeless who frequent the area, stating they sort through garbage cans, steal discarded diabetic syringes, break into vehicles, and cause damage. Caltrans cleared the area, but four hours later the homeless returned. Ms. Ray stated she frequently contacts the Police Department but the homeless flee while they are there, only to return once officers leave. Mr. Ray stated that the situation is becoming increasingly more dangerous and asked that representatives visit the area to observe the conditions.

Juanita Huerta, Coordinator for St. Anne's Place, stated that the organization provides a place for the homeless to stay during the day, provides access to resources, offers cold meals, refers people to other agencies, and provides computer and job search assistance. The day shelter is located at 531 West Lockeford Street and is open Monday through Thursday. There is no age limit, but participants must supervise their children.

Randy Pinnelli, Program Coordinator with Care Link Community Medical Center, stated that the organization provides medical services to the homeless in San Joaquin County. He stated that, unfortunately, the homeless situation is typically addressed as an emergency response, which is not a solution to the problem. Mr. Pinnelli applauded the City of Lodi for recognizing that policing and criminalizing homelessness is ineffective. He stated that the core problem with the homeless is lack of affordable housing, adding there is no place to transition into housing that is affordable.

*Continued April 16, 2015*

Lodi's housing stock is primarily single-family houses, and individuals who struggle often wind up in emergency shelters. Mr. Pinnelli stated the organization has a number of centers open to the homeless; the group works closely with the Salvation Army, Lodi House, and area hospitals; and the program is expanding to improve outreach to those in need.

Dennis Buetner, Home Outreach Worker with San Joaquin County Behavioral Health Services, stated the organization works with St. Anne's Place, area hospitals, and many other agencies on mental health issues, as well as the factors behind each individual's illness, such as loss of employment, mental health, medical issues, or substance abuse. He stated there is a segment of the homeless population who will not change or work with the system, which creates obstacles when it comes to helping them navigate the system. Mr. Buetner stressed the importance of having a network of resources to help agencies better aid their clients and coordinate their efforts. He stated the organization only has two outreach workers for the entire county and they both make a significant effort to make those living on the street aware of the services they provide.

A discussion ensued amongst the attendees regarding the staff of two handling an entire county, forthcoming additional mobile response units, the difficulties in dealing with mental health issues and maneuvering through the system, and the need to coordinate efforts among all of the agencies.

Rosa Vazquez, Housing Authority of San Joaquin, stated the organization provides housing assistance to low-income families and administers the Housing Choice Voucher Program (formerly known as Section 8 housing) and public housing. Over 4,800 Section 8 vouchers have been given, and there is currently a waiting list of 24,000 families. The waiting list for public housing is open, and the organization receives calls daily from families asking for emergency housing, which the Authority does not have. The organization also offers a Veteran program and works with the VA hospital to bring Veterans who are chronically homeless into permanent housing. Currently, the Veteran program can house 110 Veterans, there is a waiting list, and the Authority is hoping to receive an additional 75 vouchers. Ms. Vazquez stated the Authority offers permanent housing and that, for as long as the individual resides in the unit, they will receive rental assistance. The voucher program can move with the individual anywhere in the United States to a rental location where the owner is willing to rent to a voucher holder. Ms. Vazquez stated the organization is continually seeking additional funding opportunities.

Cheryl Francis with Grace and Mercy Charitable Foundation stated the organization serves lunches on Mondays and Wednesdays, the food bank is open by appointment, it serves 42,000 people a year, encompasses 130 agencies, serves non-English-speaking people, refers individuals to other agencies, and works with many of the hotels to find temporary housing. Ms. Francis stated the organization is privately funded and raised funds to purchase the building on Sacramento Street. In addition, Ms. Francis announced that Grace and Mercy will be presented as United Way's Community Star recipient.

Sharon Berry demonstrated her hand-made accessories that provide cooling and relief from body pain for people and pets, explaining that she would like to start a pilot program that could provide employment for the homeless for their assistance in making the items.

Brandon Michelson, Community Health Outreach Worker with San Joaquin County Behavioral Health Services, extended an offer to the Police Chief to ride along with officers to provide his expertise in dealing with homeless and mental health issues, similar to what was done in Tracy.

A discussion ensued amongst the attendees regarding feeding the homeless and giving money, enabling approaches, money better spent on homeless programs and services than in handouts, the need for a one-sheet list of resources and referral information, the suggestion of distributing cards as a campaign to educate people on how to best help the homeless including resource numbers, and the need for day labor jobs for the homeless.

Captain Martin Ross, Lodi Salvation Army, stated the organization has a shelter on Sacramento Street and the core community center on Lockeford and Hutchins Streets. Salvation Army provides food distribution, tutoring, mentoring, counseling, and social services, and the shelter has overnight refuge and programs. The facility is open to men, women, and children; it offers transitional housing, rehabilitation programs, Veteran programs, case management; and it holds 86 people with an overflow capacity for 101 people. The culinary arts training program is

*Continued April 16, 2015*

graduating its 17<sup>th</sup> class, and 95 percent of graduates are placed in employment. The Salvation Army's goal is to provide a hand up; not a hand out. Anyone can stay overnight, as long as they are not inebriated, and the shelter serves 300 people a day. Captain Ross stated this effort began as a simple conversation with Mr. Ledbetter and has now resulted in a greater collaboration and ultimately a solution. Captain Ross announced that the Homeless Fair Day will be held on April 17 from noon to 4 p.m. and will include many agencies, crowd control, street clean up, showers and haircuts, tours, and food. A mini Fair will occur every Friday, with the fourth Friday serving as the larger event with additional services. He stated the churches will begin to divert their feedings to the Salvation Army location to take the pressure off of public parks. Captain Ross stated that every Friday will also include a Celebrate Recovery event that will include inspirational stories from those who recovered from addiction, as well as music and food. A bus will be available at the K-Mart parking lot at noon, 2 p.m., and 4 p.m. to transport individuals to the Friday events.

Mr. Ledbetter stated that the next step in this process is to develop a strategic plan with short- and long-term goals that is a balanced approach to this issue.

In response to Mr. Ledbetter, Lt. Steve Nelson, who attended the homeless summit in Manteca, stated that Lodi is moving in the right direction and that a grass-roots effort in working toward a common goal is a positive way to start the process.

In response to Captain Ross, Lt. Nelson stated that some communities have a wealth of resources to devote toward the problem, which is not the case for Lodi, adding that it will take private entities working together with government and the public to find a solution.

**D. ADJOURNMENT**

There being no further business, the summit was adjourned at 3:40 p.m.

ATTEST:

Jennifer M. Ferralolo  
City Clerk



## HOMELESS SOLUTIONS COMMITTEE

### HOMELESSNESS SUMMIT LODI GRAPE FESTIVAL, JACKSON HALL 413 EAST LOCKEFORD STREET, LODI TUESDAY, MAY 19, 2015 7:00 – 9:00 P.M.

#### A. CALL TO ORDER

The Homelessness Summit of May 19, 2015, was called to order by John Ledbetter, Chairman of the Homeless Solutions Committee (HSC), at 7:04 p.m.

Mr. Ledbetter recognized the members of the HSC, which was formed to address the homeless population, adding that representatives from the District Attorney's Office and San Joaquin County Behavioral Health will be joining the Committee as well.

Homeless Solutions Committee Members – John Ledbetter, Lodi Community Foundation; Russ Hayward, Lodi Community Foundation; Captain Martin Ross, Lodi Salvation Army; Patricia Fehling, Lodi Salvation Army; Karen West, Lodi Salvation Army; David Warner, Lodi Salvation Army; City of Lodi City Manager Stephen Schwabauer; City of Lodi Police Chief Mark Helms; City of Lodi Police Captain Tod Patterson; City of Lodi Police Lieutenant Steve Nelson; City of Lodi Neighborhood Services Manager Joseph Wood; City of Lodi Council Member Doug Kuehne; Vince Yorba, Gravity Church; June Atwood Aaker, representing downtown merchants; and Joe Harrington with Lodi Memorial Hospital.

#### B. OPEN FORUM

Mr. Ledbetter reported that this second Homelessness Summit during the evening was scheduled to provide a forum for those who work or could not otherwise attend the previous event during the day. He stated the HSC is encouraging public comment via this summit to discuss complaints, concerns, and potential solutions. At the conclusion of this exercise with the public's input, the Committee will compile a balanced plan of both long- and short-term goals to alleviate the concerns of the community.

Loren Gelger stated she has a passion for helping the homeless and has been involved with the feeding events at Lawrence Park over the last seven years. She expressed hope that the Committee and community will develop a positive solution to help these individuals and not simply remove or displace them from the city. Ms. Gelger used the Gospel Rescue Mission in Stockton as a worthy example of an organization that has done a fine job of providing for the homeless and suggested a similar effort be undertaken in Lodi.

Jim Garrett with San Joaquin County Behavioral Health stated that the organization has two health outreach workers serving the homeless in the county by connecting them with other social services, assisting with hospitalization and medications, and working with homeless shelters in Stockton and Lodi. He offered the County's assistance to the Committee in this endeavor, as well as its support to the community and homeless.

Gary Kellam stated that the conclusion to have churches work with the Lodi Salvation Army on coordinated feedings has been beneficial for the homeless because other needs, such as clothing and services from other agencies, are also being met. He stated he was encouraged by the Committee's desire to find a solution to this situation.

Mr. Ledbetter stressed this issue is not solely a Police issue, but a community problem as well that will take a community solution and balanced approach. He stated the most common concern expressed to him was the serious lack of housing or shelter for the homeless.

Cliff Travis provided suggestions including making bathrooms available to the homeless in the downtown area; designating lots with canopies where they could sleep at night; using the Pennysaver so homeless can earn a higher rate on recycled cans; training and education opportunities through Salvation Army and college programs; and use of commercial buildings or cargo containers for the homeless. He believed there was no wrong answer and encouraged others to bring forth suggestions.



*Continued May 19, 2015*

Reverend David Hill with Grace Presbyterian Church agreed with Mr. Kellam that the Salvation Army has been a positive partner in this effort.

Mr. Ledbetter reminded the public that on the fourth Friday of each month, the Salvation Army holds a Homeless Fair Day with many available services for the homeless and on the off Fridays, it holds a mini-fair with limited services. The first fair brought in 180 homeless individuals, many of whom had not been to the location previously.

Trisha Wohl stated she was born and raised in Lodi, but has been homeless since she was nine years old. She suggested Lodi implement programs similar to those in Florida that offer day labor jobs to homeless so they can earn money and housing for those to sleep, eat, and wash clothes. Ms. Wohl believed that homeless from outside of Lodi are responsible for the destructive actions in the community and they should be made to leave. She challenged someone to donate a house to her so she can prove that she can adequately manage and care for a home. Further, Ms. Wohl urged homeless shelters to allow pets because they are like family to many of the homeless.

Cheryl Francis with Grace and Mercy Charitable Foundation agreed with previous comments that the Lodi Salvation Army is a great partner and has had noteworthy success in the community; however, she pointed out that some homeless are uncomfortable at the Salvation Army and there are many other organizations that can contribute in areas that are lacking. She stated that the homeless need a place to store their personal belongings and most are willing to work to earn money. Ms. Francis believed that further discussion is necessary to determine a more appropriate location to build a restroom than downtown. She applauded the collective effort to make Lodi a better, safer, healthier environment for all.

Marty Thorpe stated that he owns a business on the opposite side of the freeway, which is an area often frequented by the homeless. Over the years, he has experienced problems with the homeless including property damage, excessive trash, human waste, and theft, and he added that they camp on the property and break water lines in order to shower. Mr. Thorpe expressed concern with offering small jobs to the homeless because of the liability fear should someone be injured while performing tasks. He believed that the homeless feel it is their right to have the public give them whatever they want and most are unwilling to receive the necessary help from programs and services. He expressed concern that a viable solution may not be possible.

Mark Armstrong stated that a majority of the homeless are unwilling to help themselves by working to earn money, adding that the Lodi Grape Festival is faced daily with damage, theft, and human waste from the homeless. He believed the first priority should be to clear up the homeless encampments along the river. In response to the earlier comment about donating a home to the homeless, Mr. Armstrong reminded everyone that the former warehouse across the street from the Festival, M&R Packing, burned down because the homeless were living in it.

Jared Coffey stated he has helped roughly 40 homeless individuals improve their situations in Lodi and that a majority of the community only hears from the troubled homeless; not the quiet ones who want help. He further expressed concern that there is only one dinner offered to the homeless in Lodi and complained that the City removed the barbecues and three-quarters of the tables from Lawrence Park.

Eric Lantz stated he and his fiancé are homeless and desperately trying to improve their situations by staying at the Lodi Salvation Army and performing odd jobs to earn money. He stated he previously lived by the river, adding that a majority of the homeless in that area act up because they feel Lodi citizens do not care. Some agencies, such as Salvation Army and Grace and Mercy, offer assistance to the homeless, but he believed if more people helped, the public would see a better response from the homeless. Despite being injured on the job, he continues to pick up trash, bottles, and cans to earn money and contribute to the cleanliness of the community.

In response to Mr. Armstrong, Mr. Lantz stated he is currently on medical leave and cannot work, but his wife works when she can. Ms. Francis confirmed that Mr. Lantz and his wife help at Grace and Mercy Charitable Foundation when they can.

*Continued May 19, 2015*

Carla Cole stated she is aware of a number of citizens who would assist with cleaning up the river, adding that Caltrans has repeatedly cleaned the area, but it quickly returns to the previous state with shopping carts, encampments, garbage, and human waste. She stated that Casa de Lodi residents regularly experience theft by the homeless, as well as threatening or frightening behavior, yet the seniors are afraid to call the Police Department. She expressed concern that the homeless will start fires along the river because they regularly and carelessly use candles. She suggested a program similar to one in Chicago in which the homeless receive a small stipend for cleaning the downtown area.

Michelle Herrera stated she and her fiancé, who are both homeless, routinely clean up after other homeless individuals and try to seek employment to earn enough money to get off of the street; however, she has had difficulty finding a job because, as a female mechanic, many garages will not hire her because she is a woman. She believed people can be homeless, yet still manage to pick up after themselves.

Juanita Huerta with St. Anne's Place, located at 531 West Lockeford Street, stated the facility is a day center for homeless women and women with children who are welcome to stay during the day, receive assistance in connecting with various resources, and occasionally be provided small meals and toiletry items. She stated that St. Anne's Place is a safe location for the homeless during the day when the Salvation Army is closed and that the center has rules and expectations that a majority tend to follow.

Ken Lung stated the homeless come from the river and pass by his store on a daily basis, yet none of them has inquired about a job. He agreed that the best place to begin is at the river and stated he is not opposed to helping those who truly want assistance, adding that he hired a graduate of the Salvation Army program who is starting work the next day.

Jackie Garcia stated she came from a lifestyle of abuse, dysfunction, and prison, but with the help of Lodi House, she has lived in her own home for the last three years despite the struggles to maintain this new lifestyle. She encouraged others in similar situations to vigorously persist in improving their lives, stating that support and encouragement from others is helpful, but each individual must also work hard to advance themselves out of a negative situation.

Mr. Ledbetter stated the Committee recognizes it cannot help all of the homeless in this community, but it will support and encourage those who truly want the hand up to improve their situations.

Trisha Wohl spoke once more, stating she has issues with mental health but requested that, when people see her, they help her instead of ignoring her or taking pictures. She expressed her complaints against the Police, public, parks, and the parking garage and suggested that a shed, at which she could leave her belongings, would be helpful.

Mayor Pro Tempore Mark Chandler assured the public that the Council is committed to being a part of the solution, that Council and staff have heard the concerns and suggestions expressed at both meetings, and that the challenge is to be both compassionate and part of the enforcement process. He too expressed interest in cleaning the river.

An unidentified individual questioned how the Police will identify the dangerous individuals when many of them flee when officers arrive on scene and asked if there were guidelines community members could follow because she often does not call the Police for fear that she is disturbing the Department.

Police Chief Mark Helms strongly urged residents to call the Department when they have concerns because those calls measure the volume of complaints, which in turn determines what areas need extra attention. The Police Department has identified the river as one of the many areas in Lodi that needs focus, along with parks and freeway ramps. Chief Helms explained that the river is problematic because there are legal requirements regulating encampments, which state that the City must post the property with a legal notice, clear the area after the designated number of days, and hold the collected possessions for 90 days. It is a significant undertaking,

*Continued May 19, 2015*

and the Department has limited resources to handle the process effectively and regularly. Instead, the approach is to respond with heavy enforcement against those who need it. In some cases, it may be referring homeless to a detoxification program or it may be jail; however, the Department is using every available resource to deal with those who are destroying this community. With regard to residents cleaning encampments on their own, Chief Helms cautioned against that because it is a dangerous situation, stating that even City Code Enforcement Officers go on site with armed officers.

Lieutenant Steve Nelson, district commander for the river area and member of the HSC, encouraged residents to contact him with any issues or concerns relating to the river area, including potential encampments that need removal. He stressed there are legal matters relating to taking one's property without permission and cautioned against residents doing so.

Mr. Armstrong suggested that a task force made up of business and home owners in the area be created to assist the Police Department in cleaning up encampments and that the area be posted on a regular basis, such as every 30 days. This would provide a workforce to help with the effort at very little cost.

Chief Helms and Lieutenant Nelson agreed that a collaboration of that nature may be the correct solution, but that the goal is not to continually relocate the homeless, but to develop a permanent location.

Mr. Lantz suggested a vacant building downtown as a place for the homeless to stay. He stated the homeless need a secure place to leave their belongings while they look for employment, which he believed would motivate many to improve their situations. Mr. Lantz also stressed the need for more treatment centers.

Richard Blackston cautioned citizens against raiding homeless encampments because removal of their property would be theft and, as an advocate for the homeless, he would ensure that charges and lawsuits be brought upon those who steal their property. In addition, he stated it is dangerous to walk into a homeless encampment because the dwellers do not trust those unknown to them and because of the blood borne issues from used needles.

In response to Mr. Blackston, Ms. Herrera stated that she picks up trash at the homeless encampment and discards used needles in the biohazard receptacle at Lodi Memorial Hospital.

C. ADJOURNMENT

There being no further business, the summit was adjourned at 8:28 p.m.

ATTEST:

Jennifer M. Ferraiolo  
City Clerk

# Homelessness Solutions



Lodi City Council  
Shirtsleeve Study Session

Police Department  
March 17, 2015

# Homelessness

- A Community Problem
- Affects Crime & Threatens Quality of Life
- Degrees/Dynamics of Homelessness
- Mental Illness & Chemical Dependency
- A Passionate (Divisive & Polarizing) Issue

# Homelessness

- Top Concern of Lodi Residents, City Council
- Lodi's History of Compassion
- Churches Are Eager to Help, Meet Needs
- City Council's Financial Support of Salvation Army, Lodi House, etc.
- Lodi is a Comfortable, Safe, & Attractive to Transient Population

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# City of Lodi

## Executive Work Group Meeting

### October 2, 2014

- City Manager
- City Attorney
- Police
- Community Development
- Public Works
- Parks, Recreation, & Cultural Services
- Fire
- Library
-

# Meeting Outcomes

## Areas of Immediate Response:

- Parks (Lawrence, Salas, Lodi Lake)
- Downtown Area (Business District, Parking Garage, Transit Station, Library)
- Mokelumne River
- Gateways
- Research: What Works and What Doesn't?
- Engage the Community

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# Outcomes: Recent Police Action



# Outcomes: Research

- Other Communities Have Vast Resources
- Identifying Enabling Behaviors
- Enforcement-only Approach Not Effective
- Collaborative Partnerships = Greater Success
- Desire a Coordinated & Centralized Effort (balance of enforcement, services, education, etc.)

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# Outcomes: Research

City of San Luis Obispo's "Dynamics of Homelessness" (2012):

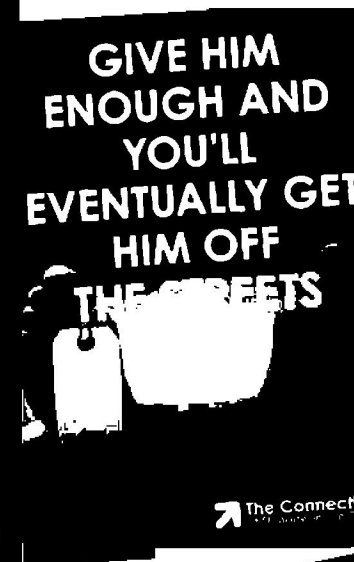
- 20% Ready (want to)
- 40% Unable (cannot)
- 40% Resistant (will not) N = 1,592

Santa Barbara's Restorative Policing Program:

- Team of Sworn Officer, Community Service Liaison, Outreach Specialist for Chronic Homeless
- Est. Lodi Cost: \$375,000-\$400,000/Team

• •

# Outcomes: Research



**"Rightly deployed, human compassion can move intractable social problems toward lasting solutions. Rechanneling this awesome force away from toxic activities and into transformative outcomes is not an unrealistic goal."**  
-Robert Lupton, from *Toxic Charity*



## Toxic Charity

How Churches and Charities Hurt Those They Help

{ And How to Reverse It }

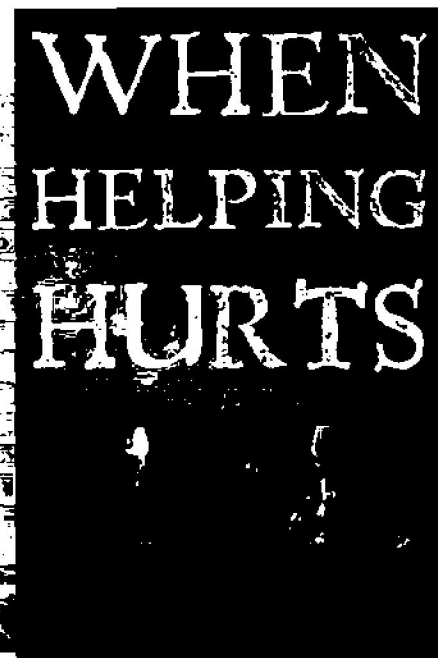
Northern Illinois Center for Nonprofit Excellence invites you to a luncheon event and exclusive dialogue featuring Robert Lupton, President and Founder of FCS Ministries and author of *Toxic Charity*.

Tuesday, September 23, 2014

ROCKFORD UNIVERSITY  
1867

United Way  
of Rock River Valley

Presented in partnership between Rockford University and United Way of Rock River Valley



# Organized Feedings in City Parks

- Benevolence of Church Groups, Others
- Not Coordinated
- Frequent Community Complaints
- Affects Public Health & Safety
- Contributes to Crime & Blight
- Enabling
- Salvation Army → Lodi Community Foundation



# Progression of Stakeholder Meetings

(October 2 – March 17)

- City of Lodi Executive Work Group
  - Police Department
    - Salvation Army
      - Lodi Community Foundation
        - Church Leaders
          - Grace & Mercy Charitable Foundation
            - Salvation Army Missions Committee
              - Lodi Ministerial Association
                - Lodi City Council

# Chief's Priorities & Goals:

- Public Safety
- Quality of Life
- Build Consensus to:
  - Relocate Park Feedings
  - Inventory & Consolidate Resources
  - Find Long Term, Community-Based Solutions

# What's Next?

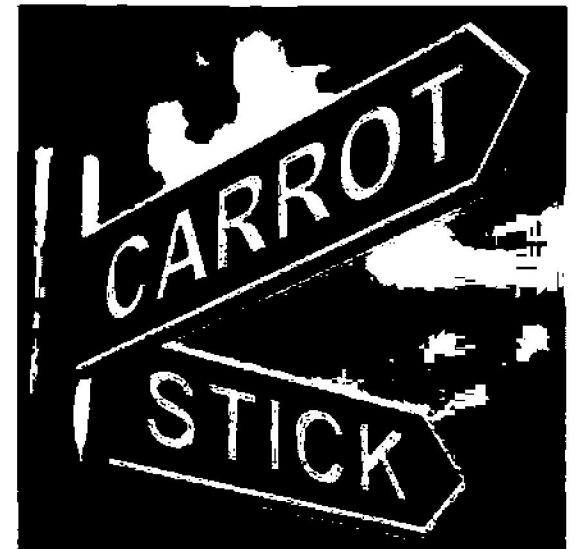
Continue Building Momentum & Stakeholder Support

- People of Lodi
- City of Lodi (City Council, Staff)
- Salvation Army
- Lodi Community Foundation
- Grace and Mercy
- Churches
- Lodi Grape Festival
- Downtown Merchants
- Chamber of Commerce
- Non-Profit Orgs
- SJ Sheriff's Office
- SJ Behavioral Health



# Next: Develop & Implement a Plan

- May Include:
  - Centralized, Coordinated Approach
  - Partnership with Salvation Army, Churches, Others
  - Establish a Resource Center
  - Homeless Liaison Officer
  - County Agencies
  - More



# For Council Consideration

- Questions, Comments, Direction
- Support the Concept
- Support Development & Adoption of an Action Plan
- Ad Hoc Committee Led by LCF?

## **APPENDIX B**

### **HOMELESS SOLUTIONS MEETING**

For the Homeless to voice their concerns  
5/27/15, 5:30pm, Hope Harbor dining room  
45 people attended the forum including staff and others.

#### **OBJECTIVE:**

To update the homeless population who were having dinner at Hope Harbor as to the reasons for having a Homeless Solutions Steering committee, and to hear from them as to what they see as answers to their needs. Captain Martin Ross, Joseph Wood, June Aaker, Karen West, and Pat Fehling were present from the Steering committee.

#### **CONCLUSIONS:**

1. They need low income, affordable housing.
2. They need normal job training, life skills training, and low skilled job training.
3. They need help obtaining jobs.
4. They need more county services available in Lodi, i.e. Welfare Department.
5. They need a detox center.
6. They need information on programs for disabled people.
7. They need a day center to meet at and be safe, especially on Fridays when the Library is closed.
8. The men need a place to hold their possessions during the day before coming back to Hope Harbor Shelter at night.
9. They need a resource guide for services available to them.
10. Some of the attendees actually were not informed about the programs at TSA even though they come to eat at the Shelter.

#### **DETAILS OF DISCUSSIONS, RESPONSES, AND INFORMATION GIVEN TO THEM:**

Captain Martin Ross gave an opening statement covering the background of the Homeless Solutions committee and the information obtained to date. Joseph Wood also gave a background of his involvement with the city, additionally stating that discussions and actions will be "Nothing about you, without you". Mr. Wood stated that "we the government do not have the answers, and that The Salvation Army and Grace and Mercy are approaching the problems but they can't do it all. These are community problems. He is proud of the last few months work with the Lodi Community Foundation being involved. They're bringing together all of the groups for input. We know a certain percentage wants to get out of homelessness. We need to do whatever it takes for those who want to succeed to succeed. The City attitude is changing – "you matter" and we want to talk with you."

Page two.....

May 27, 2015

Hope Harbor Homeless Meeting

June Aaker from the Downtown merchants “wanted the attendees to know that we are not all talk and no action. She stated that this work doesn’t happen overnight. It is long term and we are asking for your patience. You the homeless have a voice and we want to hear from you and we all have to communicate.”

Captain Martin then opened up the forum to the attendees to respond to us as to “what is the best thing for us to do to help you?”

Following are the comments from the homeless (HL) attendees as well as some responses:

Randy (HL): There are grants out there to help with low cost housing, i.e. HUD. Is this being addressed and what are we doing?

Johnny (HL): He lives in his car. He states there is one simple solution for him. He uses the bathroom in the Hope Harbor (HH) shelter and there is no hook to place his coat. He has to put it on the floor and it is not nice. Additionally he cited that in 1956 the Lodi homes were \$10,000. Now they are \$220,000 and more.

He states that Lodi needs **affordable housing for low income population.**

Andy (HL): He would like the time to stay at the shelter to be lengthened without having to apply for an extension. He also needs TSA to help people like himself **to obtain jobs and to obtain training.**

Chad (HL): He too would like to see more hooks on the Shelter’s men’s side as well as more storage area on the overnight men’s side at the Shelter. He needs **job training and help with interviewing and training on life skills.**

Dan: Is a pre-programmer at the Shelter and helps clean the rest rooms. He loves bleach!! He would like to see a division of people who clean the bathrooms not going directly into the dining room to clean there also. Maybe have 2 teams of people doing the cleaning and being sure to use bleach!!

Greg: An ARC graduate of TSA. Lodi’s problem is jobs. He has a record and has problems getting a job because of his background police records. Needs help for criminals who are no longer criminals.

Captain Martin – promises in a week that hooks will be up in the lobby bathroom.

Page three.....

May 27, 2015

Hope Harbor Homeless Meeting

George: A Veteran here at HH Shelter. Are we reinventing the wheel here in Lodi? Are other cities working on this issue and are we taping into their successes? Joseph Wood and Pat Fehling responded that we are using other examples in cities for information on this problem.

Dona, new mom in Shelter: There is no pace to rent in Lodi. She doesn't want to leave Lodi and go to Stockton for an apartment. A person in the group asked her if she has tried apartments on Pioneer Street here in Lodi.

Joe: Culinary graduate – He knows that it is hard to ask for help. He has been clean and sober for 16 months. He is willing to volunteer to help us and TSA.

Joseph Wood: The City is looking at new approaches. He wants us to approach our problems locally. He knows it is hard to find a place and “we” don't want you (HL) to be moved elsewhere (just to get rid of you). We are looking at answers county wide.

Randy (HL): Had a discussion on obtaining homes from foreclosure with the Federal government helping. Can HUD help? Again he wants low income housing.

Captain Martin states: The police do not want to use “the big stick”. They want to work with the homeless people. Churches are looking at more transitional housing. There is a church who is considering renting an apartment complex for the HL for one year. TSA would case manage the renters. This has not been confirmed yet. Aug 3, TSA will be starting a partnership with the Lodi Adult School for further education for those who qualify and are homeless. Captain Martin gave Spenser as an example of one going from homelessness to becoming a teacher at the Lodi Adult Education School. Captain Martin sees here tonight a whole room full of work force potential – TSA is working on that.

Chris: Was a resident of Fremont for 7 years and states that they had the same issues and they have solved a lot of the problems. Government housing is there. Go see Fremont for help!

Art (HL): **What about Welfare office being here in Lodi instead of in Stockton?**

Joseph Wood: **The city is trying to bring county services to Lodi to help.** The Lodi Community Center here in Lodi does provide food stamps.

Pre-programmer Man: Wants to stay here overnight, but has meds that test positive as a drug and has had trouble cleaning up from normal meds. He would like to see **a detox center to help with this type of situation –normal meds clearing out of the system.**

Page Four.....

May 27, 2015

Hope Harbor Homeless Meeting

Susan (long time HL): Lived here in Lodi, it's a good place. She has straightened out and keeps coming back to Lodi because her family and jobs are here.

Norman: He came from a Stockton Shelter and there was way too much alcohol being used at that shelter and it was chaotic. He came to Lodi because of our rules and got straightened out. He also obtained his SSI with help from TSA. He states "If I don't stay sober I can't do anything. The SA has helped me."

Women in shelter: "Why can't the overnights help do volunteer work?"

Jason F.: Due to our grants we can't be seen as providing services for work in return. You don't have to work to have shelter and food here. BUT, in the pre-program service you can work. And one man stated he was able to detox (somewhere) and is now in TSA program.

Captain Martin: We have rules. TSA success rate is 30% and when you stay connected to the TSA rate goes up to 80% - "Harvest initiative."

Cary is in our program is going to Chico's ARC. She has been clean and sober 6 months!

Questions – why can't the overnights get help? Answer -that is what our case managers are here for and you need to let them know you are interested in help -not just eating and spending the night.

A lady **needs and wants housing**

Captain Martin explained about our single family units here at the shelter and told the group to talk to Karen, Dona, and John as to how to apply for residence in those units at the Shelter. He also encouraged the audience that when you participate in our programs, you will be sheltered, housed for a year or more depending on the circumstances.

Mr. Peterson (HL?): **Doesn't know what our programs are.** Didn't know we had programs. Jason F. stated that we (TSA) do not have a single specific pamphlet on the Hope Harbor Shelter and what is available here (like for Veterans as well) at the Shelter.

Joe (HL): **What are the programs for people with disabilities who cannot work at the ARC?** Karen answered that the ARC is a work program and that we understand this problem. TSA works with Care Links to have the disabled person qualified so they can get help. This is a LONG process. We have worked with women to be able to obtain desk jobs for them.

Page Five.....  
May 27, 2015  
Hope Harbor  
Homeless input meeting

Scott: an ARC graduate. He explained TSA's "Harbor Lights" in San Francisco for disabled people needing help in getting food stamps and GA. He also stated they helped expunge backgrounds for job availabilities. He asked why we don't send people there.

Karen West answered that Harbor Lights is in a different county and that they will help their own county residents first and not be of help to us. She is working with Stockton on such a program right now.

RC (HL): is coming off of a bad back problem and can work with computers. Karen, Captain Martin and he had a discussion together. RC is already working with John here at the Shelter.

Captain Martin told those present who were very interested in our meeting to get together with our Case Managers (Jason, Dona, John) to obtain more information. There were a lot of Vets present from our Transitional housing and our two Culinary Graduates were introduced.

Joe (HL): was told to come to our Fair on Fridays (when the Library is closed) which is from 12 – 4 and then go to the Corp for dinner and stay for Celebrate Recover. You then have 8 hours of help and safely. Joe still would like a **safe day facility**.

The group was told about St. Anne's place for women during the day – noting it was not open 8 hours a day.

HL man stated that **we need a resource guide for available services for women and others**. Fehling stated that we have one, but it needs to be updated. Joseph Wood reminded Fehling about the 211 phone service now available and Fehling will look into this.

Man with 2 kids who is in pre-program needs help (the conversation could not be understand).

David (HL): stated that the men **need a day place to store their possessions as they go about their day before returning to the Shelter at night**.

Cindy is the women who asks a lot of questions and is in the Shelter and needs help and actually is getting it here at HH.

Senior awareness Day was discussed and help will be provided for them for rides.

Patricia Fehling

# Report on Homelessness in Lodi

Current Conditions, Challenges and  
Recommended Strategies

*Presented by:  
Committee on Homelessness*

*September 2015*



## Report on Homelessness in Lodi

### Purpose

Identify and explain the current conditions, reasons and concerns related to the issue of homelessness in Lodi.

Recommend comprehensive and realistic solutions that balance two significant considerations:

- ▣ our community's continuing commitment to respond to homeless people with compassion and resources; and
- ▣ the need to preserve and protect public safety and public health.

## Report on Homelessness in Lodi

# Beginnings

***October 2, 2014***

City of Lodi Executive Work Group convened to address how city government would begin to respond to the issue of increasing homelessness in the community.

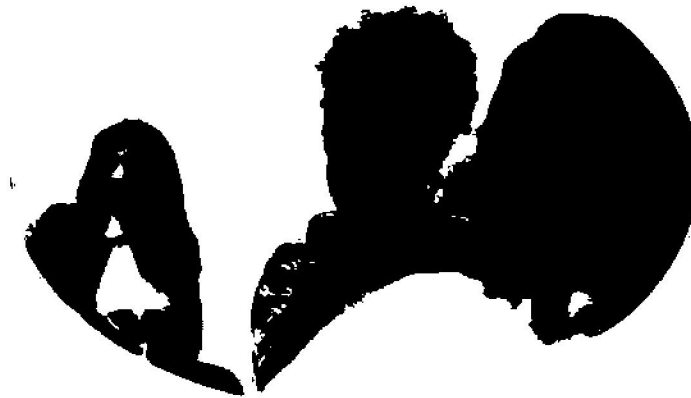
***Late 2014***

Initial conversations took place among representatives of the Lodi Police Department, the Salvation Army and the Lodi Community Foundation.

***March 17, 2015***

Former Chief of Police Mark Helms briefed the City Council at a “sleeves” session on homelessness.

## Report on Homelessness in Lodi



Four public “listening sessions” were conducted from April 16<sup>th</sup> through May 27<sup>th</sup>.

# Definition

The Federal definition of a homeless person is: an individual who: 1) lacks a fixed, regular and adequate nighttime residence and 2) whose primary nighttime residence is a supervised temporary shelter, institution or place not ordinarily used for sleeping.

**578,242**

Total Number of Homeless in U.S.

**216,197**

Homeless People in Families

**49,993**

Homeless Veterans in U.S.

90,765

Total Number of Homeless in California  
*20% of all homeless in U.S.*

71,437

Total of Unsheltered Homeless in California  
*72.6% of California's homeless population*

541

Estimated Homeless Population in San Joaquin County

## Report on Homelessness in Lodi

# Findings

- ❖ Homelessness is a divisive issue in our community.
- ❖ Law enforcement alone is not an effective method by which to address or remedy the homeless problem.
- ❖ The “best practice” strategies to address and reduce homelessness are well documented and working well in a number of communities.

## Report on Homelessness in Lodi

# Findings

- ❖ Current local programs serving the homeless, while well intentioned, are generally narrow focused, sometimes disorganized, lack coordination and are limited in the approach and response.
- ❖ Some private attempts to help the homeless have unintended consequences.
- ❖ Access to available services for the homeless in Lodi is limited and problematic.



## Report on Homelessness in Lodi

### Findings

- ❖ Homelessness is a community problem that can be most effectively addressed by a collaborative, centralized and community-based approach.
- ❖ Lodi's lack of low-income and/or affordable housing stock currently contributes and is likely to continue to contribute to the growing number of homeless in the community.
- ❖ Some homeless people deeply distrust social service providers and city officials, law enforcement in general and the general public.

# Recommended Overall Goal

*Assist homeless individuals and families to secure housing, employment and services so that they may become healthy and productive members of society.*

## Report on Homelessness in Lodi

### Short-Term Strategies and Actions

- ❖ The Lodi Police should continue to intervene at the homeless encampment along the Mokelumne River.
- ❖ The City of Lodi should continue to follow-up on complaints about empty or abandoned buildings.
- ❖ Develop a single and comprehensive resource guide.
- ❖ Convene and create a permanent “coordinating committee” of the local agencies that are providing services to the homeless.

## Report on Homelessness in Lodi

### Short-Term Strategies and Actions

- ❖ Continue the “homeless fairs” conducted every Friday at the Salvation Army’s Hope Harbor facility.
- ❖ Consider the implementation of the “Downtown Street Team” program.
- ❖ Develop a resource guide for property owners.
- ❖ Continue to encourage the cooperation of private community groups to consolidate that mid-day meal at the Salvation Army.

## Report on Homelessness in Lodi

### Short-Term Strategies and Actions

- ❖ Secure and/or re-allocate City resources to provide LPD bike patrols for Lodi's downtown area after 4pm.
- ❖ Encourage local faith communities to “adopt” a homeless individual and/or family.
- ❖ Initiate an educational campaign to help local community groups, faith communities and others understand how they can channel their compassion for the homeless.
- ❖ Discourage panhandling.

## Report on Homelessness in Lodi

### Short-Term Strategies and Actions

- ❖ Organize neighborhood “block walks” to discourage sleeping in inappropriate areas.
- ❖ Insist on agency collaboration in the Community Development Block Grant (CDBG) process.
- ❖ Encourage the LPD and local service providers to sensitively gather information about the homeless individuals.

## Report on Homelessness in Lodi

### Long-Term Strategies and Actions

- ❖ Develop a “day center” for the homeless.
- ❖ Purchase a facility that can provide transitional housing to homeless individuals who are seeking to rebuild their lives.
- ❖ Pursue ordinance changes that would promote the construction and retention of affordable housing.
- ❖ Make County services more readily available to homeless in Lodi.

## Report on Homelessness in Lodi

# Long-Term Strategies and Actions

- ❖ Develop a respite care facility in Lodi.
- ❖ Create a multi-disciplinary Support and Intervention Team, funded through Medi-Cal.
- ❖ Develop a fundraising process.
- ❖ Provide a bus “ticket home” for those homeless individuals who can verify that they have a place to stay with a family member and/or friend in their home town.



*“All plans are useless; planning  
is everything.”*

*President Dwight D. Eisenhower*

## Report on Homelessness in Lodi

### Next Steps

- ❖ The City Council should adopt this report and authorize its implementation.
- ❖ Authorize at least two work groups to research, prioritize and implement the recommendations of this report.
- ❖ The Council should also authorize the Committee on Homelessness to serve as the convener and coordinator of this effort.

## Credits

Special thanks to the hundreds of individuals who have contributed to the report and to the following members of the Committee on Homelessness:

John Ledbetter; Chair  
June Aaker  
Patricia Fehling  
Joe Harrington  
Russ Hayward  
Rev. David Hill  
Gary Kellan  
Doug Kuehne  
Lt. Steve Nelson  
Tod Patterson  
Capt. Martin Ross  
Steve Schwabauer (ex officio)  
Victor Singh  
Joseph Wood  
Vince Yorba

Lodi Community Foundation, Chair  
Abrahamson Printing  
The Salvation Army Advisory Committee  
Chief Executive Officer, Lodi Health  
Lodi Community Foundation  
Grace Presbyterian Church  
Grace Presbyterian Church  
Lodi City Council  
Lodi Police Department  
Lodi Interim Police Chief  
The Salvation Army  
Lodi City Manager  
Director, SJC Department of Mental Health  
Community Development Dept, City of Lodi  
Gravity Church

**B. Longer Term Strategies and Actions**

The following is a list describing a number of strategies and actions that can be implemented over a longer period of time, probably anywhere between three to five years. Many of them will require a level of cooperation and collaboration with service providers located in Stockton and/or affiliated with the San Joaquin County. The county's Department of Mental Health and the District Attorney's office are now included as members of the leadership group that is shepherding this entire project, which is an excellent sign of commitment to seriously address the homeless issue.

1. Develop a "day center" for the homeless, a place where during the day they can come for service referrals, research job opportunities and job training programs, store personal items, establish a mailing address, apply for Medi-Cal and Social Security, etc. This site could also be used as the "staging area" for a day labor program for individuals who want to work. St. Anne's Place already serves as a model for such a day center, albeit for a limited clientele.
2. Purchase a facility that can provide transitional housing to homeless individuals who are seeking to rebuild their lives. Explore potential funding sources and/or management and partnership opportunities.
3. **Advocate for and pursue ordinance changes that would promote the construction and retention of affordable housing.** ~~Advocate for a county-wide "inclusionary housing ordinance" that encourages developers to build a fixed percentage of low income housing in each community or pay into a fund that goes toward such housing. This will require a commitment by each local municipality to adopt the ordinance in their General Plans, but perhaps more significantly, such action will require the cooperation and action of the San Joaquin County Board of Supervisors.~~
4. Find ways to make county services more readily available to homeless living in Lodi, either through greater outreach and resources and/or through better transportation, both private and public, to and from Stockton based facilities. Through our research and "listening sessions" we have learned that there a large number of agencies that wish to assist our local efforts, either through new partnerships and/or as resources for our own efforts; included among those agencies are: the Care Link program through Community Medical Centers, Central Valley Housing, Hospice of San Joaquin and the Gospel Rescue Mission.
5. Develop a respite care facility for the medically fragile homeless who need a place to stay while waiting for further medical care. Ensure that veterans are referred to pre-existing and available programs in the area.
6. Create a multi-disciplinary (mental health, substance abuse, health care) Support and Intervention Team, funded through Medi-Cal, to provide support for permanent supportive housing programs.